

To: Darwin, Henry[darwin.henry@epa.gov]
Cc: Poole, Laura[Poole.Laura@epa.gov]; DeBell, Kevin[debell.kevin@epa.gov]
From: Saltman, Tamara
Sent: Fri 2/9/2018 10:38:51 PM
Subject: Re: update on FOIA lean event

I just got off the phone with Becky and she walked me through the list of attendees, their organization and roles. It sounded reasonable to me. She is waiting to get confirmation for one Regional lawyer Monday, and will send us the list ASAP Monday, with a blank spot if needed for that one person. A lot of the hold up sounds like it was related to what to tell people who were expecting to participate that they would have a different role than being in the event, in a way that didn't alienate them.

We also talked through the team's charge; ie that they will be asked to design the best process for the agency to handle FOIA, that people not in the event should have opportunities to improve the design, but only true improvements that eliminate waste or increase value (not ones that are about fear of losing control). Becky and I have gone through a number of these together now, and I told it to her just that bluntly and she completely agreed. I'm cautiously optimistic on this too, although they'll need help making this really work post-event.

So I'm feeling a lot better than I was this time yesterday. Laura, let's talk Monday at a break about the training and the rest of the details we need to help them out with.

Have a good weekend everyone!

Tamara

Sent from my iPhone

On Feb 9, 2018, at 9:20 AM, Darwin, Henry <darwin.henry@epa.gov> wrote:

Thank you Tamara. Please push them to send to me the list of attendees to me today. We need to get the invitations out. I have said recently that I now want to be directly involved in the invitations to avoid further delays, so it should be no surprise.

Your coaching about no final decisions will be made about use of the process unless and until management buys-in, was spot-on. It's also important that the team be made up of those who actually do the work and feel empowered to make changes. In the end, it is highly unlikely that management will change any of the recommendations or the new process, but it's often comforting for them to hear that they are still responsible for managing the process beforehand anyway. You may also want to remind them that one of the reasons for the daily check-in is to make sure the team is not heading in a bad or wrong direction.

Thanks again, and let me know if there's anything I can do to help.

Henry

From: Saltman, Tamara

Sent: Thursday, February 8, 2018 5:26 PM

To: Darwin, Henry <darwin.henry@epa.gov>

Cc: Poole, Laura <Poole.Laura@epa.gov>; DeBell, Kevin <debell.kevin@epa.gov>

Subject: update on FOIA lean event

Henry,

I am getting very concerned again about the FOIA lean event. They were making good progress, had save-the-dates sent out, and I thought were taking one final look at the A3 before finalizing it and the event scope. Becky Dolph came back from medical leave and was assigned as the process owner, and she seems motivated to make this happen. They wanted to do some pre-work with MSI on the awareness review piece, and that has happened right on schedule and seems to be proceeding well.

However, after checking with the team every day this week, the list of participants has still not been finalized and I'm not entirely clear why. I've talked to Becky about it twice today already, and we will talk again tomorrow.

It appears that part of the problem is that Kevin and Becky are not really comfortable giving the kaizen event team the authority to design the new process for the agency. I will try again to clarify that the team does need to be empowered to design a process that people will actually use, even if they don't have the authority to tell offices who or how many people to assign to specific roles, when I talk to Becky tomorrow.

I've been pulling Laura into this and getting her up to speed as I am in the SIP event all next

week and there is still much to be done to make this happen.

I don't have a specific request for you this time in terms of "please say x to y", but I think we might need you to step before too long. We will keep you posted.

Tamara